

NGE,
NEW GENERATIONS
OF ENTREPRENEURS



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BENCHMARKS



2017 was an exceptionally strong year of growth for NGE. The 11,000 men and women of NGE serve the regions through their daily commitment to the work they do. The challenges posed by mobility, major projects, the redistribution of roles in urban centers and new ways of using living environments allow NGE to fully express itself as New Generations of Entrepreneurs. Having successfully conquered new markets in 2016, NGE experienced a year of exceptional growth in 2017. In a lackluster market still struggling to emerge from 9 years of recession, this performance is the result of major new business wins and the ongoing ability to identify new opportunities for growth.

Key figures 2017

1.869

billion euros*
in revenue:
+17%
up on
2016

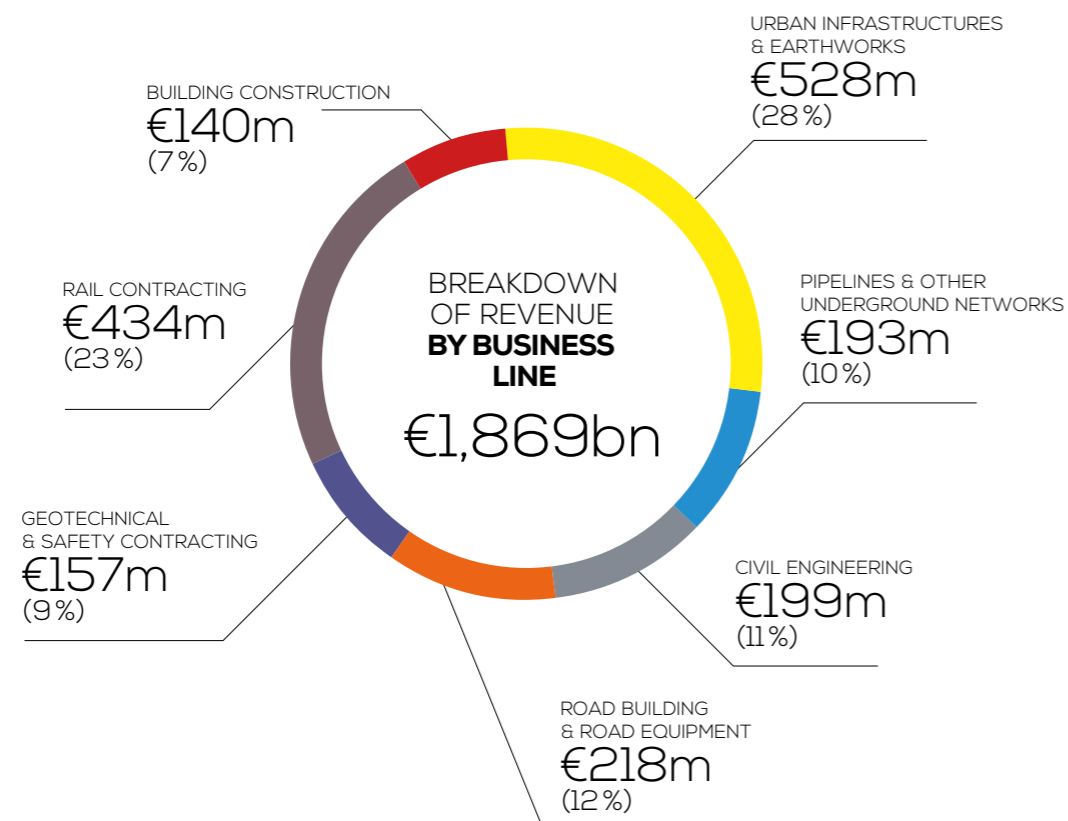
+10,000

PROJECTS

AT JANUARY 1, 2018

+50%

ORDER BACKLOG
ON JANUARY 1, 2017



FREQUENCY RATE FOR LOST-TIME
OCCUPATIONAL ACCIDENTS

18.71

€98m

INVESTMENT IN PLANT
& MACHINERY

€6m

DEVOTED TO INNOVATION,
RESEARCH & DEVELOPMENT

10,703

EMPLOYEES*

50%+

OF EMPLOYEES HOLD SHARES
IN THE GROUP

3,000+

HIRES IN 2017

*At December 31, 2017.

A platform built on integrated expertise

A comprehensive construction platform underpinned by the 7 core business areas of public contracting and construction expertise. The multi-expertise concept involves coordinating multiple areas of expertise internal to the Group within a single department in ways that benefit the customer and the engineered structure.



7 core businesses in Construction & Civil Engineering



URBAN INFRASTRUCTURES & EARTHWORKS

GUINTOLI / BARAZER / BERENGIER
DÉPOLLUTION / BROUTIN TP /
CAZAL / MARMIN TP / MULLER TP /
SERFOTEX / TP LYAUDET / TPRN /
GÉNÉRALE ROUTIÈRE /
NGE CONTRACTING



PIPELINES & OTHER UNDERGROUND NETWORKS

EHTP / NGE INFRANET / LACIS /
NICOLO / REHACANA / SLD TP /
SOC / GÉNÉRALE ROUTIÈRE /
NGE CONTRACTING



CIVIL ENGINEERING

NGE GC / GÉNÉRALE ROUTIÈRE /
NGE CONTRACTING



ROAD BUILDING & ROAD EQUIPMENT

SIORAT / ABTP BIARD / GMS
ENROBES / LSO / LPF TP /
SDBE / SGL / SLE /
AGILIS / MOURGUES /
CARRIÈRES / GÉNÉRALE ROUTIÈRE /
NGE CONTRACTING



GEOTECHNICAL SOLUTIONS

NGE FONDATIONS / ROCS /
GÉNÉRALE ROUTIÈRE /
NGE CONTRACTING



RAIL INFRASTRUCTURES

TSO / TSO CATENAIRES / EGENIE /
FRASCA / FVF / MIRE / OFFROY /
OLICHON / SAGES RAIL / SIFEL /
TCP RAIL / TSO-NGE MEXICO RAIL
/ TSO SIGNALISATION



BUILDING CONSTRUCTION

CARDINAL EDIFICE /
LE CHENE CONSTRUCTIONS /
MENUISERIE CARDINAL /
LAGARRIGUE

Serving regions and projects

Six Operational Departments managing thirteen multi-expertise Regional Departments. With more than 100 locations throughout France, NGE works closely with the regions to support projects sponsored by public and private contracting authorities.

A Major Projects department dedicated to managing and delivering large-scale infrastructure projects, and structured into three operations departments: major national projects, major multi-specialist projects & structures, and major fiber & energy projects.

An international presence focused essentially on West Africa, Europe, Latin America and the Middle East. With an existing presence in many countries through its rail infrastructure activities, international projects are handled by subsidiary company NGE Contracting and Générale Routière, the Morocco-based multi-expertise subsidiary.

National Specialist Subsidiaries whose expertise is available throughout France.

A Concessions department, that acts as a center of excellence for funded project development and setup to support projects sponsored by contracting authorities (concession contracts, public service outsourcing contracts and partnership agreements).

ALBEA

Concession holder for the A150 between Barentin and Yvetot (18 km)

ALICORNE

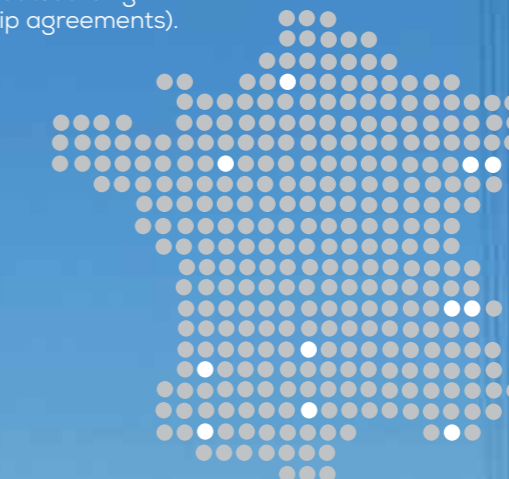
Concession holder for the A88 between Falaise and Sées (45 km)

ATLANDES

Concession holder for the A63 through the Landes region (105 km)

HPRT (ROCADE DE TARBES)

PPP - Road bypass



LES ENERGIES DE LA CITÉ

Concession holder for construction of the Païcherou dam on the River Aude at Carcassonne

LOSANGE

Concession holder for the PIN* to roll out ultrafast broadband access in the departments of Ardennes, Aube, Marne, Haute-Marne, Meurthe-et-Moselle, Meuse and Vosges

ROSACE

Concession holder for the PIN* to roll out ultrafast broadband access in the departments of Haut-Rhin and Bas-Rhin

SEHB

Concession holder for the drinking water supply network owned by the Haut Bugey joint communities authority in the Ain region of France

BELLEGARDE-SUR-VALSERINE

PPP - Development of Bellegarde-sur-Valserine town center

SAPAG

Concession holder for development of the Les Gargues mixed development project in Aubagne

LA PLANEZE (RD 926)

PPP - The Saint-Flour bypass

OPERATING COMPANIES

PORT ADHOC

French coastal marina management company

ERBIUM - LOSANGE EXPLOITATION

The FTTH network operating company in 9 of the 10 departments of the Grand Est Region

ALBEA EXPLOITATION

For the A150

11 project companies and 4 operating companies.

*PIN: Public Initiative Network

Highlights

EXPANSION

Expansion into Mexico

NGE has a permanent presence in Mexico with a labor force of 220 and has won two track ballast undercutting contracts during the year.

NGE Infranet

In NGE Infranet, the Group has created a new stand-alone subsidiary dedicated exclusively to major optical fiber rollout studies and projects.

NGE Foundations

By merging the business activities of Dacquin with those of GTS, Sotrac and Sud Foundations, NGE has created a comprehensive service in deep foundation techniques, very special expertise in diaphragm walling and the full range of piling techniques. NGE Foundations is Number 3 in the French market.

Acquisition of Vaglio

The May 2017 acquisition of Vaglio strengthens the market position of NGE in quarrying operations by providing access to one of the largest quarries in north-eastern France.

Real estate development

At the end of 2017, the NGE Concessions department gained a center of excellence for real estate development. The creation of this new business activity gives NGE the opportunity to leverage its experience in funded projects to offer a completely new approach to real estate development. Its integrated expertise means that NGE is perfectly placed to guarantee quality, cost price, finance and on-time delivery of real estate construction projects.



/ Expansion into Mexico

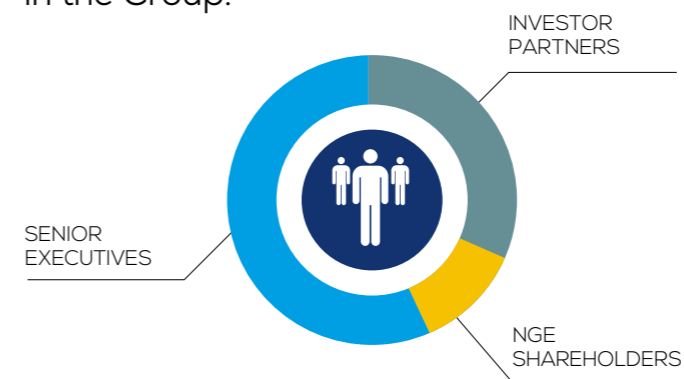


/ NGE Foundations



A future-facing shareholding structure

More than half of NGE employees are shareholders in the Group.



/ The international and rail infrastructure teams at Chelles

GROUP

Approximately 11,000 employees

NGE has engaged in a massive hiring program in response to the number of projects and contracts gained. During the year, the Group hired 3,252 people to end 2017 with 10,703 employees.

Digitalization

During 2017, the Group engaged in a broad range of initiatives to leverage the best digital technologies for the benefit of its core businesses and to maximize operational innovation.

Employee shareholding

For the third consecutive year, NGE conducted a promotional campaign for the employee shareholding scheme during the year. The scheme now has 5,792 employee shareholders.

Locations

The international and rail teams have come together on a single site at Chelles in a move designed to promote synergies; building construction has opened a new office in Marseille to support its expansion in southern France.

NEW BUSINESS AND MAJOR PROJECTS

The superfast broadband rollout in the Grand Est Region of France

In summer 2017, the Grand Est Region awarded NGE a new contract to roll out superfast broadband in 7 of its departments via a public initiative network called Losange. Already consortium lead contractor for Rosace, the PIN for the departments of Haut-Rhin and Bas-Rhin, NGE now covers France's largest digital region.

BOA

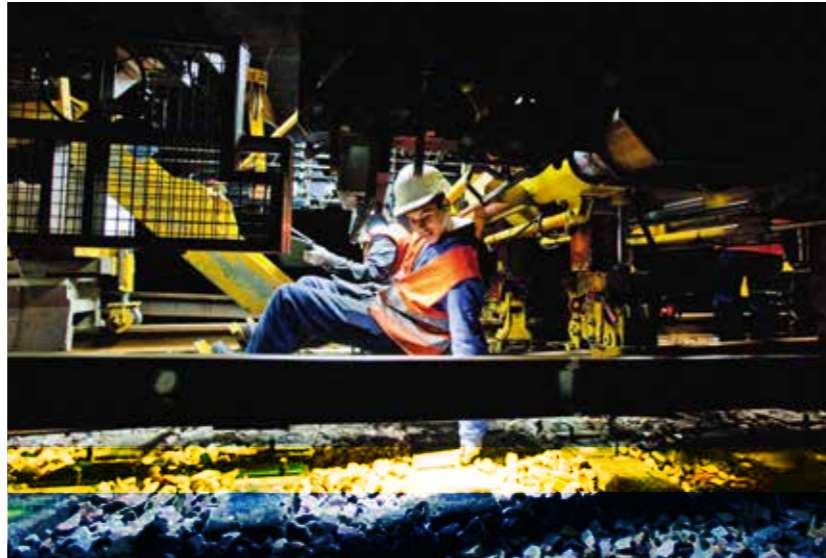
BOA, the multifunctional assembly line train that combines speed with productivity in the replacement and laying of long rails, is gaining traction and taking care of the project to upgrade the rail network in the Paris Region. This amazing piece of technology further underlined its performance potential in 2017 by replacing 144,278 meters of track.

Avignon Tramway

NGE has been awarded the contract to design, supply and assemble the civil engineering platforms and rails for the new tramway in Avignon. Its road equipment specialist subsidiary Agilis is taking care of the supply and installation of site fencing, sign panels (1,000 units) and road markings.



/ Avignon Tramway



/ BOA



/ Grand Paris Project

Grand Paris Project

NGE has started on all the Grand Paris infrastructure project work packages awarded to the Group. The Dacquín acquisition enables the company to add specialist curtain walling expertise to its range of services. NGE is now one of just four major contractors with the ability to provide all the specialist skills required for the Grand Paris project sites.

Crossrail in London

NGE has completed the standard concrete tunnel track beds using the concrete train and floating slab track. The catenary and electromechanical systems are also now complete on 50% of the route.

Cuenca Tramway (Ecuador)

Having previously constructed the track for Cuenca's first tramway, NGE has since been awarded the contract to carry out the civil engineering works required for the tramway.

OFFICIAL OPENINGS OF MAJOR PROJECTS

A9

A section of the A9 in southern France has been doubled to improve traffic flow around Montpellier. Completed in March 2017, the teams worked on this project for nearly 3 years.

Carré Sénart shopping center in Lieusaint

After two years of construction work, the 30,500 square meter extension to this shopping center opened to the public in October 2017. The completed project is a great showcase for the construction teams, who succeeded in delivering this major development within a very ambitious schedule.

SEA HS rail link

The central Tours-Bordeaux section of the LGV Sud Europe Atlantique high-speed rail link went live in summer 2017. For the teams, it marked the culmination of a very impressive multi-expertise adventure requiring a daily progress rate of up to 1,300 meters of rail laid.



/ LGV SEA

More horizontal models of governance

In 2017, NGE redrew the contours of its own organizational structure and that of some of its subsidiaries. The aim of these changes was to create a new operational dynamic aligned with its growth ambitions. By introducing more horizontal models of governance, NGE is also building stronger links between core businesses and creating a closer relationship between employees and senior management. The Group has also reviewed the organizational structure of its regions to work even more closely with contracting authorities.

JOËL ROUSSEAU CHAIRMAN OF THE STRATEGY BOARD

The new executive management structure of NGE mirrors **our confidence in the future and our growth ambitions.**

Over and above the exceptional performance delivered by NGE in 2017, the most striking development of the year was that we restructured the governance of our Group. Effective from 2018 onwards, this new governance structure maintains continuity with our history to date, inasmuch as we have always committed to having an executive management team that is totally immersed in our future. The three new members of the executive management team are people with hands-on experience of the business, who will strengthen the links between core businesses and cultivate the effective teamwork we value so highly and which makes us so distinctive in the market."



EXECUTIVE
MANAGEMENT
TEAM
GOVERNANCE

The NGE executive management team was restructured following the arrival of three new deputy CEOs, all of whom are members of the executive committee. Jean Bernadet, Stéphane Perez and Orso Vesperiini will now work alongside Jean-Sébastien Leoni to assist Antoine Metzger. Gilbert Roux, already a member of the executive management team, is now Vice-Chairman, and Michel Lavédrine is Chief Operating Officer. All have the authority to act financially and legally on behalf of the Group. This decision is fully consistent with their individual missions within the executive management team. It also demonstrates that NGE is completely aligned with its core values of autonomy, delegation and trust.

STRATEGY BOARD

JOËL ROUSSEAU
Chairman of the Strategy Board

EXECUTIVE MANAGEMENT TEAM

ANTOINE METZGER
Chairman

GILBERT ROUX
Vice-Chairman

MICHEL LAVÉDRINE
Chief Operating Officer

JEAN BERNADET
JEAN-SÉBASTIEN LEONI
STÉPHANE PEREZ
ORSO VESPERINI
Deputy CEOs

OPERATIONS COMMITTEE

EXECUTIVE COMMITTEE

CENTRAL SERVICES COMMITTEE



THE MEMBERS OF THE EXECUTIVE COMMITTEE (L-R):
Francis CHATELAIN, Jean-Sébastien LEONI, Orso VESPERINI, Antoine METZGER, Michel PAVOINE, Jean BERNADET, Joël PERELLE, Gilbert ROUX, Thierry ROBERT, Bruno PAVIE, Stéphane PEREZ, Michel LAVÉDRINE.

NGE FOUNDATIONS

Christian Altazin takes over as Chairman of NGE Foundations. He is supported by the team of CEOs Laurent Noll and Laurent Georget and Deputy CEO Gauthier Billoët.

AGILIS

Didier Longeron is appointed as Chairman of Agilis, working with CEO Olivier Mercier, and Deputy CEOs Patrick Clauin and Karl Kervagant.

NGE FOUNDATIONS & AGILIS

report quarterly to a supervisory board chaired by Antoine Metzger.

NGE CONCESSIONS

Since private finance contracts are playing an increasingly important role within the overall Group offering, NGE has appointed Thierry Bodard as CEO of NGE Concessions.

GUINTOLI, EHTP, NGE GC & SIORAT

NGE has put in place an identical senior management team for a number of its subsidiaries. So Michel Lavédrine is now chairman of Guintoli, EHTP, NGE GC and Siorat. Michel is assisted by CEOs Stéphane Perez et Orso Vesperini. Five others have also joined the executive management teams of these subsidiaries as Deputy CEOs: Laurent Amar, Martin Fontaine, Thibault du Foussat, Jean-Baptiste Gonnet and Marc Spadari. This new management team reports quarterly to Antoine Metzger and Gilbert Roux.

**GILBERT ROUX**

VICE-CHAIRMAN

The new organizational structure implemented for the traditional core businesses of the Group - earthworks, urban infrastructures, pipelines, civil engineering and roads - is designed to re-energize each of the business activities with a shared strategic vision built around the multi - expertise service."

REGIONS

"Our regions have been shaped as our Group has developed in response to the needs of our public-sector customers. But their geographic division was no longer appropriate for the economic realities of France. The regional reform and the resulting NOTRe legislation have changed the balances between regions and redistributed their roles in a different way. So since local presence is one of our great strengths, we have adapted our regional structure accordingly to reposition ourselves more closely with the new areas of influence and decision-making centers. We retain the same close relationship as before with the departmental councils, while moving closer to key urban centers and administrative regions. From now on, customers will have the same point of contact for each level of our organization, whether regional, operational or specialist subsidiary. The result is that we gain in terms of speed and flexibility to respond more effectively to contracting authorities, since our organizational structure is now modeled on theirs. Finalized in 2017, this new organizational structure came into effect in 2018."

Michel Lavédrine, Chief Operating Officer

INTERNATIONAL

Internationally, the Group has adopted the French operational model by structuring its business around two central pillars - the regions and major projects - whilst maintaining its prime position in Morocco, with Générale Routière.

It has also introduced an international management committee. This way of addressing the market should enable the Group to take multi-expertise to a new level outside France, identify new opportunities for growth and increase synergies.

To help this process, the international and rail teams are now united on a single site at Chelles. At around 2,700 square meters, the new offices will effectively accommodate the growth in rail infrastructure contracting and facilitate greater interaction with the international teams.

**MICHEL LAVÉDRINE**

CHIEF OPERATING OFFICER

" Since local presence is one of our great strengths, we have adapted our regional structure accordingly."



ANTOINE METZGER

CHAIRMAN OF NGE

We dared to believe in growth, and our bold approach has paid off"

WHAT IS YOUR PERSPECTIVE ON 2017?

In 2017, we experienced a year of exceptional growth, with our annual revenue up by more than 17% on the previous year. This level of performance is pretty rare in our industry, and that fact deserves to be emphasized. The market has been gripped by recession since 2008, although it is true to say that 2017 showed a few positive signs pointing to an upturn in activity. But despite this trading environment, we have never lost faith, and we are stronger now than we were before the crisis. In 10 years, we've tripled our labor force, and were able to report annual revenue of €1.869 billion for 2017. The majority of this performance has come from our internal growth, and more specifically the 68% increase in major projects.

HOW DO YOU EXPLAIN THIS LEVEL OF PERFORMANCE?

We dared to believe in growth before anyone else did. So where some in the industry contracted, we made the conscious decision to expand and exercise our entrepreneurship. This enthusiasm and determination to progress whatever happens is a very distinctive aspect of our character. In 2017, we reaped the rewards of the major new business successes we achieved in 2016, and benefited in part from the positive effect of the strategic choices we made to acquire Cardinal Edifice and Dacquin. Our people have shown exemplary involvement and commitment, and I congratulate them for that; every day, they prove their ability to work effectively together, and that is essential to our successes. Our teams have succeeded in delivering high-quality structures on time and proving how effective and efficient they can be on major projects, like superfast fiber broadband and the Grand Paris infrastructure project. We have also been successful in anticipating and measuring the extent of the challenges before us, and that effort is now being rewarded. This is most certainly the first time that we have conducted so many exceptional projects simultaneously throughout France.

WHAT DOES THIS ABILITY OF NGE TO ANTICIPATE EVENTS MEAN IN PRACTICE?

First of all, it has enabled us to recruit the right people and acquire the skills we need to move into new markets and train our people in those skills, and it has also enabled us to surround ourselves with the right partners. We've also invested €98 million in plant and machinery to remain self-sufficient on the major projects we have won. In our specialty markets, there are very few companies that have made a strategic decision to have their own plant and machinery, believing it to be a strength and a valuable asset to be maintained and upgraded.

The close relationship we have with our customers and teams is a fundamental factor."

WITH 11,000 EMPLOYEES AND €1.869 BILLION IN REVENUE, NGE HAS STEPPED UP TO A NEW LEVEL. WHAT DOES THAT ACTUALLY MEAN TO YOU?

Achieving our current size demands a level of attention to detail that has always characterized us as a business, and is a very real asset in a competitive market. I also think that physical proximity to our customers and teams is a fundamental factor. Above all, our size must not compromise our responsiveness, our culture of delegation and the entrepreneurial freedom we allow our entities. These are all essential to keep our collective fingers on the pulse of the market, delivering the best-possible service to customers and offering unique solutions. We have also made organizational changes that work in the same direction. We have restructured our governance to ensure that we can take collaborative decisions quickly. The geographic division of our multi-expertise regions has been modified to bring us closer to the new stakeholders emerging as a result of French regional reform. Lastly, we have brought our rail and international teams together in a new facility at Chelles to boost synergies and introduce the multi-expertise culture as a permanent feature outside France.

HOW DO YOU SEE THE MONTHS AHEAD?

We will continue recruiting new people to ensure that our project worksites progress as they should, and focus fully on production and demonstrate the excellence of our core businesses by being even more innovative, because we are not the only business to be scrutinizing the positive signals coming from the market. The upturn we are now contemplating will, I am certain, provide us with many opportunities to prove that we are the New Generations of Entrepreneurs. With an order backlog of more than €3 billion for 2018, we already know that we have some excellent challenges ahead, and our next target will be to break through the €2 billion revenue barrier very soon.

CONSTRUCT



2017 was a year in which production was the focus for all our attention as we concentrated on carrying out the work generated by the major projects and local contracts won.

STÉPHANE PEREZ
DEPUTY CEO

**2017 WAS ALL ABOUT
PRODUCTION.
WHY WAS THAT?**

In the previous year, we won a number of very large projects, and our specialist national subsidiaries had also been very successful, to say nothing of our regular flow of business from our multi-expertise regions. So in 2017, we had to focus our strengths on production to ensure that these projects got off to a flying start. It was essential that we were able to bring all the skills we needed together, and share the same demanding attitudes to quality, safety, profitability and respect for the environment. We place identical importance on all our projects, regardless of size. So whatever the financial model may be, we always need to have qualified and experienced operation teams in place.

**WHAT INITIATIVES
HAVE YOU
IMPLEMENTED TO
PROMOTE THIS LEVEL
OF INVOLVEMENT?**

We've brought together a working group with representatives from all entities to roll out a number of initiatives that focus predominantly on production. By sharing the same messages, we have succeeded in raising the awareness of our employees to the fundamentals. The creation of a shared benchmark has allowed everyone to re-identify their basic obligations and put in place the necessary resources. We've also reached out to young people through the relationships we have with educational institutions via job forums, site visits and other initiatives to show them that it is absolutely possible to succeed in a recognized professional career working on our project sites. At NGE, that is the reality of the situation. To those who want them, we offer really exciting career prospects in production roles. That's also the core message of our Future Site Foreman internal training program, which once again achieved a 100% success rate in 2017.

**HOW WILL YOU KEEP
UP THE MOMENTUM
OF THIS COMMITMENT
TO PRODUCTION?**

We'll be introducing new initiatives to support site supervisors and help them to become our best ambassadors at operational level. We'll also be focusing on digitalizing their working environment. A number of different digital solutions are now at the assessment and on-site testing stage to relieve our teams of time-consuming tasks, and leave them free to focus on quality of workmanship and meeting deadlines.



VIEW OUR
PRODUCTION
VIDEOS



80%
of employees
work in production
roles



Our prime mission is **to construct high-quality structures**, that meet the requirements of our customer."

2017, a year of focus on production

2017 saw a very sustained pace of work on site to progress all our projects. Together, the men and women of NGE worked closely with the regions and alongside contracting authorities.

Multi-expertise projects and worksites were among the most high-profile of the year. This way of working, in which NGE offers a platform of skills led by a single person who also acts as the single point of contact for the customer, has once again demonstrated its real value. 2017 was also a year driven by local projects, underlining the regional roots of NGE and its detailed knowledge of requirements specific to local areas.

École Nationale Supérieure de la Photographie - Arles

The major works package for the Ecole Nationale Supérieure de la Photographie in Arles was completed and handed over at the end of 2017.

Stormwater holding reservoir in Clermont-Ferrand

The teams worked for over a year on this project to construct a circular 4,500 m³ underground stormwater holding tank. The completed structure was handed over in September 2017.

Christmas lights in Metz

In 2017, NGE provided the Christmas lights for the city of Metz for the first time under the terms of this four-year contract.



/ Christmas lights in Metz



/ Half cloverleaf intersection for Les Autoroutes du Maroc

Flamanville EPR nuclear reactor

Having been awarded its third contract for the Flamanville EPR with the construction of the building platforms needed for steam generator replacement operations, NGE now has a permanent presence on the nuclear power site, having previously installed infrastructures here, including the platforms required for the ultimate backup diesel generators.

Regeneration of the Le Puy-en-Velay to Firminy line

At the start of the year, NGE was awarded the contract for a multi-expertise project to upgrade the second-busiest rail line in the Auvergne region. The program of works included 70 km of closed line upgrading over a period of six months between Le Puy-en-Velay and Firminy.

Half cloverleaf intersection for Les Autoroutes du Maroc

Générale Routière, the Morocco-based NGE multi-expertise subsidiary, has begun construction work on the Ben Ikhlef half cloverleaf intersection for Les Autoroutes du Maroc. This project has the added complication of traffic continuity with a reduced mobility zone.

Splitting of the A9 and A61

Having contributed to the widening of the A9, NGE has been awarded the contract to upgrade the point at which the A9 and A61 split; a complex project with intense traffic on this extremely busy motorway network hub.



/ École Nationale Supérieure de la Photographie - Arles



/ Regeneration of the Le Puy-en-Velay to Firminy line

Grand Paris Project

Work started during 2017 on Line 11 and the Haussmann Saint-Lazare tunnel tapering worksite (part of the Éole project) both of which are major elements of the enormous Grand Paris infrastructure program for which NGE is civil engineering consortium leader. The first components of the Line 15 tunneling machine were delivered for on-site assembly during December. The first concrete liners were produced at the Limoges-Fourches plant set up in the Paris Region by NGE and its partners during 2017.

Switch and crossover replacement

NGE continued work during the year on the two SNCF Réseaux switch and crossover replacement work packages. Work package 2 is located in western France, and work package 5 in the Paris Region. For work package 2, NGE is involving a number of its rail subsidiaries for catenary and safety works to ensure effective safety alert communication on long stretches of in-service track. The challenge with work package 5 is the overlap of worksites within densely developed areas of the city, which requires massification of construction tasks to maximize the opportunity of the slightest respite in the Paris traffic.

Panama subway

In Panama, the teams continue work on the construction, extension and maintenance of subway lines 1 and 2. The Group has also been contracted by the Panama Ministry of Education to build a rail industry training school for young people entering the world of work.



/ Cutter wheel of the tunneling machine for Line 15 as part of the Grand Paris project



/ Panama subway



/ Crossrail in London: multiservice gantry crane

Crossrail in London

The standard concrete tunnel track bed has been completed, as has construction of the floating slab track, setting new records for heavy concrete pumping. The catenary and electromechanical systems are also now complete on 50% of the route. 2017 saw the implementation of many equipment-related innovations.

The Institut Mines Télécom

On the Paris-Saclay campus, construction work on the Institut Mines Télécom is progressing in leaps and bounds, thanks to a high level of operational cooperation between the earthworks, foundations and construction teams.



/ The Institut Mines Telecom

Acquisitions that expand the NGE offer

In 2017, NGE focused primarily on organic growth. Nevertheless, alliances that support production were examined, considered and in some cases finalized, because they were consistent with this imperative.

NGE FONDATIONS

At the beginning of 2017, NGE confirmed its acquisition of Dacquin, the specialist in deep foundation techniques. With an existing presence in this market through its subsidiary GTS, NGE was looking to reinforce this expertise with a partner experienced in complex foundation works – especially diaphragm walling and the full range of piling techniques – with its own plant and machinery resources, and Dacquin met both requirements. GTS merged with Dacquin during the year to create the third-largest deep foundation specialist in the French market. The new subsidiary is called NGE Fondations.



CONCRETE LINER PRODUCTION PLANTS FOR GRAND PARIS PROJECT SITES

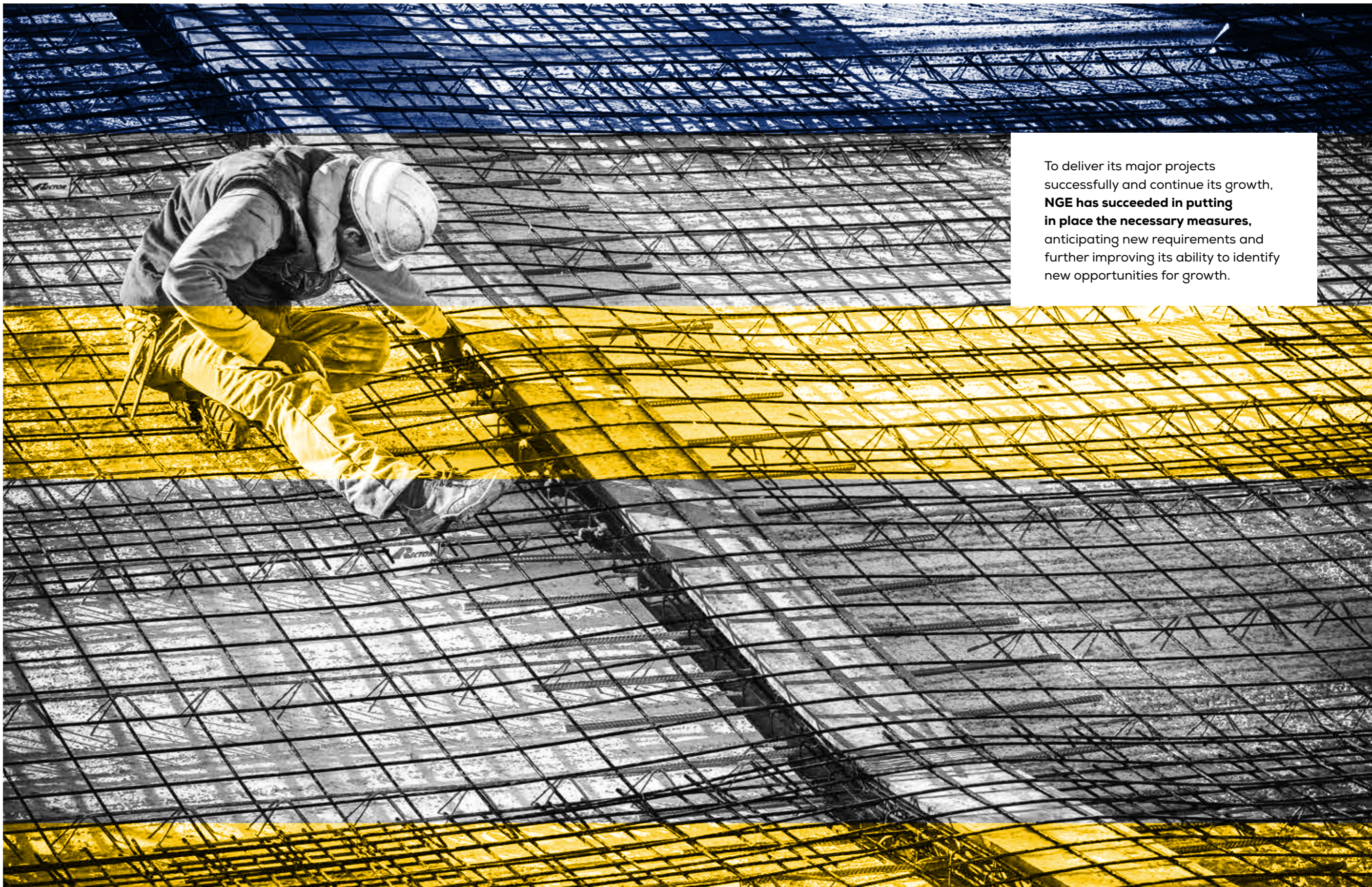
As part of the Grand Paris infrastructure project contracts won by the Group, NGE and its partners for the two ongoing work packages for Lines 11 and 15 have acquired a concrete liner production plant at Limoges-Fourches in the Paris Region. The first liners were produced at the end of 2017. This investment makes NGE self-sufficient for the sourcing of these key tunneling components.

QUARRIES

In May 2017, NGE expanded its quarrying operations base with the acquisition of Vaglio, which owns one of the largest quarries in north-eastern France, with an annual production capacity of around 1 million metric tons.



ANTICIPATE



To deliver its major projects successfully and continue its growth, **NGE has succeeded in putting in place the necessary measures,** anticipating new requirements and further improving its ability to identify new opportunities for growth.

JEAN BERNADET
DEPUTY CEO

**WHY DID YOU HIRE
MORE THAN
3,000 PEOPLE
IN 2017?**

In 2016, we had a very successful year in terms of new business, securing sufficient major projects to give us five years of forward visibility. So we needed to expand our teams to carry out the very large volume of work involved in these projects. We therefore focused a great deal of effort on recruitment in specific skills, such as digital networks, underground contracting, rail safety, catenary upgrading, etc.

**DID YOUR
RECRUITMENT
CAMPAIGN FOCUS
ON PARTICULAR
EMPLOYEE
PROFILES?**

No, we have recruited people at every level, from operators to staff, technicians, supervisors and management. These vacancies also gave us the opportunity to bring in people previously struggling to find long-term work, and give them the training they need. I'm thinking here particularly of the optical fiber training school we set up in Strasbourg during 2016 in partnership with the Fibr'Alsace EIG, the Alsace Chamber of Commerce and Industry and AFPA, the vocational training center for adult learners in eastern France, and also the underground contracting technical center in Montreuil, which has brought a large number of people into work and provided them with training; those individuals are now working operationally on our worksites.

**HOW DID YOU
GO ABOUT THIS
RECRUITMENT IN
PRACTICAL TERMS?**

Naturally, we used the traditional channels, but for skills that are in short supply or highly competitive, these routes have their limits. At regional level, we involved local employment agencies, and we also stepped up our relationships with education institutions and increased our presence at jobs fairs. We also involved our employees closely in the process by injecting new energy into the process of recommendation, and brought around 60 volunteer employees together to form an active network of social media influencers to showcase the reality of working for the company and what life is like on our worksites to boost our appeal as an employer.

**SO WHAT WILL BE
THE TREND FOR
FUTURE YEARS?**

Given our ambitions for continued growth, we'll also be keeping up our efforts in terms of recruitment. We are acting now ahead of future major projects, such as the Seine-Nord Europe Canal and the Lyon-Turin high-speed rail link. We also know that the major projects we are already contracted for will need more employees, all of whom we will need to train. So we are working on that now to identify new talented people we can bring into the business. We are recruiting not only experienced people, but also those with no qualifications at all, who we are committed to training at Plate Forme Rail, our in-house rail industry training facility, which is split across 4 locations and 2 technical centers.



VIEW THE SPECIAL
REPORT ON
THE TUNNEL MINER
TRAINING PROGRAM



3,000+
hires
in 2017



We have made
**an unprecedented
effort in terms
of recruitment**
to make
the best-possible
start on the major
project contracts
we have won."

NGE wins new contracts and boosts its regions

In order to begin work on the major optical fiber and underground contracting projects awarded to NGE in 2016, the Group's in-house training facility implemented a very significant level of training resources to ensure that the teams could become operational very quickly. This strategy has proved its effectiveness through the initial results obtained on-site and the impressive progress of the work involved. 2017 was also marked by new contracts in these markets, highlighting and confirming the expertise of NGE in these fields, where it was a market challenger just a year before.



A NEW DEDICATED FIBER OPTIC SUBSIDIARY

NGE has created NGE Infranet as its standalone subsidiary dedicated exclusively to major optical fiber rollout studies and projects. It brings together those EHTP activities devoted to implementation of the French Very High-Speed Broadband Plan with AËGE Réseaux et Télécoms, which has merged with NGE to enhance its FttH network design expertise.

€600m
that was the optical fiber order backlog at the end of 2017

1.4 million
connections to be rolled out by NGE in the Grand Est region of France

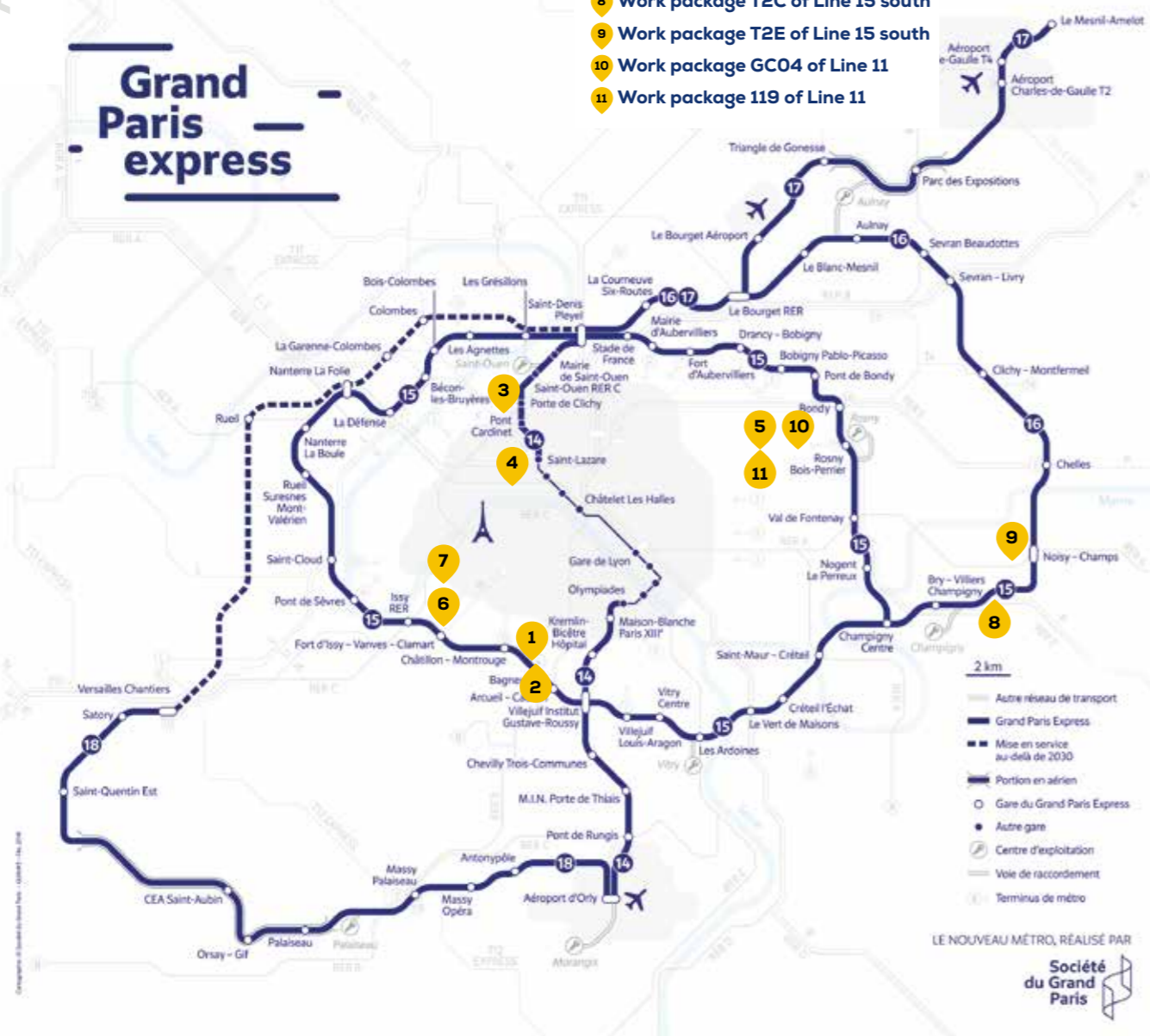
NGE: a major force in Superfast Broadband

In August 2017, the Grand Est Region awarded NGE and Altitude Infrastructures a new contract to install and operate optical fiber networks throughout the region, with the exception of Moselle, under the terms of a 35-year concession. This Public Initiative Network (PIN) for 1,000,000 connections in seven departments will require NGE to run 95 projects in parallel in France's largest digital region. The first connections to the Haut-Rhin and Bas-Rhin PIN designed, built and operated by NGE were made available to the public in April, as specified in the contract. Achieving this deadline marks a major step forward for this project,

which delivers Superfast Broadband services to 370,000 homes in 700 communities of Alsace. During 2017, the teams worked as part of a 100% NGE consortium to improve ADSL data rates in the Lot department of France. The work involved the design and construction of 90 connection and data rate upgrade links, as well as the installation of on-street cabinets. Another contract won in the Essonne region covers the installation of an FttH network providing 35,000 connections around Limours and Dourdan. The preliminary studies were carried out at the end of the year, together with a proportion of the early-stage general design work. Lastly, NGE was awarded the contract to install 20,000 connections in Saône-et-Loire during the summer of 2017.

IN 2017, NGE WAS INVOLVED IN 11 GRAND PARIS PROJECT WORK PACKAGES

- 1 Work package 3 of Line 4
- 2 Work package 2 of Line 4
- 3 Work package 4 of Line 14
- 4 Tunnel tapering for the Eole HSL
- 5 Work package GC01 of Line 11
- 6 SNCF Clamart Footbridge
- 7 Clamart station interconnection corridor
- 8 Work package T2C of Line 15 south
- 9 Work package T2E of Line 15 south
- 10 Work package GC04 of Line 11
- 11 Work package 119 of Line 11



NGE has 100% of the specialist skills required for Grand Paris projects.

In 2017, NGE was one of the few major contracting groups with the ability to provide all the specialist skills required for the Grand Paris infrastructure project sites. These include earthworks, civil engineering, tunnel liner fabrication, auscultation, injection, underground contracting and underground rail infrastructure (track and catenary) and were expanded during the year to include diaphragm walling to create a comprehensive in-house platform of specialist skills. The construction of four new stations underlines NGE expertise in civil engineering applied to underground contracting projects. Having gained very substantial experience in such projects, the Crossrail project teams were able to provide valuable input and support. The majority of the work involved is being carried out in a restricted and densely developed urban environment, requiring the use of innovative solutions, such as satellite interferometry to detect any movement of the ground, buildings and other structures, and a spoil management system that analyzes and sorts materials. Known as Diagnosol Express®, this solution received an award from the Société du Grand Paris in March 2017.

The scarcity of underground projects over the last 20 years has reduced the number of specialist tunnel miners and engineers to a very low level. Other jobs, such as tunneling managers, also require a very specialist level of knowledge. At its technical center in Montreuil, NGE - in partnership with Afor TP - is now putting in place the capacity to deliver up to 1,500 underground construction training courses per year that will prepare trainees for immediate operational roles. The tunneling managers will begin work at the start of 2018. In 2017, NGE was awarded contracts for two Line 11 work packages: the first is the construction of an engineered structure, and the second covers all the construction work and rail system for the line extension, which will carry trains equipped with pneumatic tires.

A dynamic new structure for the regions

The regional structure of NGE has been completely reviewed and revised under a plan that delivered results right the way through to the end of 2017. Since implementation of the plan, the regional order backlog has increased by 38%. The increase for 2018 is 18%, reflecting not only a larger backlog, but also greater forward visibility. The multi-expertise model specific to NGE has now reached maturity, and has been an important factor in recent new business successes. Adapted and implemented in all regions, this way of working - which consists of bringing together in a single department all the specialist areas of expertise internal to the Group - puts the interests of the project first.

Despite the recession, the Group has also made the conscious choice to continue the development of its local branches. The benefit of this commitment is maintaining a physical presence close to contracting authorities as soon the market shows signs of recovery. And the second half of 2017 confirmed a positive upward trend in business activity. The fact that the regions have also benefited from diversification is clearly seen in the new contracts awarded for environmental works, hydraulic works, district heating networks, optical fiber networks and other projects. New premises and new growth opportunities have enabled them to maintain a local presence and to be ready and waiting when market opportunities arise. Lastly, the restructuring of regional design offices has made it possible to offer packages of services that are technically more advanced and financially more efficient, at the same time as expanding the spectrum of customers.

IN 2017

€1bn
in consortium
revenue generated
in 2017,
including

€400m
for NGE

New business and new markets

At the same time as focusing its strengths on production, NGE also succeeded during 2017 in gaining a number of exciting projects, some of which take the Group into new industry sectors.



/ Avignon Tramway



/ Hybrid real estate complex in Marseille

Urban public transit: the Avignon and Caen tramways

NGE was selected to supply the track and civil engineering works for the new tramway in Avignon and to construct the southern work package for the future Caen tramway.

Hybrid real estate complex

The contract to build a hybrid real estate complex in Marseille was awarded to Cardinal Edifice, the Group's building construction subsidiary. This construction program includes homes, a swimming pool, retail units, outdoor areas and a residential home for seniors.

Regeneration of catenary and high-speed operational sequencing

NGE was awarded the catenary regeneration contract for RER Line C over a distance of 180 km. The most innovative aspect of this contract is the industrial-scale implementation by NGE teams of the regeneration process through the use of special trains.



/ Catenary regeneration

Ballast replacement for 4 high-speed rail links

The rail division was awarded the contract to replace the ballast on 4 high-speed rail links.

Upgrading stations to comply with reduced mobility access standards

A framework agreement for a minimum period of 6 years will involve NGE multi-expertise teams in providing the civil engineering, optical fiber, rail infrastructure, catenary and other input required to make 15 stations in the Paris Region fully accessible for reduced mobility users.

Dismantling and renovation of an energy recovery unit

NGE entered the household waste treatment market in 2017 following the award of a contract for the urban integration and landscaping of the Sycotom* energy recovery unit at Saint-Ouen. Works will include dismantling and renovating part of the plant, the construction of two new buildings, and all the associated urban infrastructures and landscaped areas.

* Syndicat mixte central de traitement des ordures ménagères

Widening of the A63 between Bénése-Mareme and Saint-Geours-de-Mareme

This 100% NGE consortium project involves upgrading 17 km of the A63 to three lanes in each direction. The effectiveness of the preparatory phase, the flawless coordination of specialist skills and the application of innovative solutions should enable the lead time to be reduced from the initial 34 months to 27 months.

Saint-Flour bypass

In January 2017, NGE was awarded the public-private contract to construct the Saint-Flour bypass. The remainder of 2017 was devoted to obtaining the permits required and rerouting underground utilities. The next phase involves the earthworks, civil engineering (13 structures), wastewater treatment, road surfaces and safety equipment.



/ Widening of the A63 at Saint-Geours-de-Mareme

COMMIT



Conscious of the fact that its business has no long-term future without an active policy in place to reduce its environmental footprint and address sustainability issues across a broader spectrum, **NGE rolled out a number of initiatives in 2017** that deliver on its commitments to corporate social responsibility.

ORSO VESPERINI

DEPUTY CEO

WHAT MADE 2017 A SPECIAL YEAR IN TERMS OF ADDRESSING ENVIRONMENTAL ISSUES?

2017 was the year in which we rolled out the NGE Environment plan. Working alongside our entities on implementing environmental initiatives, sharing good practices, making systematic use of feedback and updating environmental management documentation has set out the milestones for a much higher level of ambition going forward. Site inspections dedicated exclusively to environmental issues are now being carried out by managers and Group senior executives. The resulting inspection reports will be circulated in digital form as part of our wider commitment to eco-publication.

WHY HAVE YOU ADOPTED THIS TYPE OF APPROACH AT THIS PARTICULAR TIME?

Many environmental initiatives have been in place for some time in our various locations as a result of our operations departments taking the initiative, which is totally consistent with the fact that delegation is integral to NGE DNA. We felt that tracing and consolidating these individual initiatives so that as many other entities as possible could profit from them had become important enough to be incorporated into a large-scale process of continual improvement. By its very nature, the work we do changes our environment, and our engineered structures are built to serve future generations as well as our own. So making sustainable development integral to our thought processes from the earliest stage is vital for guiding our core businesses and the long-term future of the Group.

IS INNOVATION A USEFUL RESOURCE FOR ADDRESSING ENVIRONMENTAL ISSUES MORE EFFECTIVELY?

At NGE, it certainly is. The first thing to say is that since our people are everyday researchers and on-site innovators, everyone's initiatives for reducing our environmental footprint are reviewed and considered. And then, the Innovation, Research & Development Department has sustainable development as one of its priorities, with particular emphasis on the circular economy. It's true to say that NGE's largest research budget is dedicated to addressing environmental issues. So, for example, in 2017 we won an award in the Société du Grand Paris competition for the new Diagnosol Express® system, which we designed in-house. What it does is provide continuous, real-time analysis of the pollutants in site spoil so that it can be directed to the right processing channel.

ARE YOU OPEN TO THE IDEA OF EXTERNAL COLLABORATIONS?

Yes, we are more committed than ever before to surrounding ourselves with experts who can help us develop and implement our responsibility initiatives. So we have, for example, set up the Angel fund that supports startups with the potential to work alongside us on a broad range of issues. We also partner the Technopôle d'Aix-Marseille (Arbois) technology center that specializes in environmental monitoring and risk management, energy and eco-construction, and water and waste management. It was this partnership that gave us the opportunity to host the first NGE Environment Speed Meeting event last September. We are also actively involved in research to control invasive plants alongside the Tour de Valat Research Institute and the Mediterranean Institute of Biodiversity and Marine and Continental Ecology. We are also funding a research thesis on this issue.

THE CSR COMMITMENTS OF NGE

- Putting people at the heart of our projects
- Behaving ethically
- Reducing our environmental impacts



READ THE NGE CODE OF ETHICS

A CODE OF ETHICS TO STRUCTURE OUR PRINCIPLES AND PRACTICES

NGE wanted to translate its senior executives commitment to corporate responsibility into standard business practice by structuring a number of rules to counter corruption and insider influence. So in 2017, the Group introduced a code of ethics which every employee in France and internationally is required to make themselves familiar with and apply in practice. This code restates the Group's business ethics, legal compliance, regulatory compliance, and social and environmental responsibility commitments.

Caring for the environment is no longer optional. It conditions our long-term future and our appeal as an employer, especially in terms of the New Generations of Entrepreneurs."

Accident prevention on every front

Over the last 10 years, the NGE labor force has almost tripled, and over the same period, the lost-time accident frequency rate has fallen.

These excellent results are the outcome of a voluntary policy to ensure that employees work in the safest-possible conditions. At NGE, this is a non-negotiable priority.

In 2017, the Group's regions and specialist national subsidiaries achieved an occupational accident frequency rate of almost 15, which meets the target set by the Group for 2020. Going forward, NGE will further tighten its safety policy by appointing someone dedicated full time to accident prevention at the head of each profit center. The aim of this initiative is to precisely identify those areas where additional effort is most needed, which is not possible currently, because the reporting structure is global, rather than company-specific.

Having analyzed the good practices implemented for major projects achieving very good results in terms of accident prevention, the decision was reached to make this information available to the smaller entities and actively promote the sharing of experience. The number of tutors has been increased to provide on-site support for new employees, safety inspections have been stepped-up and the safety challenge has been extended for systematic introduction. Work has also been done with managers to raise their awareness of the need to lead their teams by example. A communication campaign on the wearing of PPE* has been rolled out on all worksites and it is now compulsory to wear protective glasses.

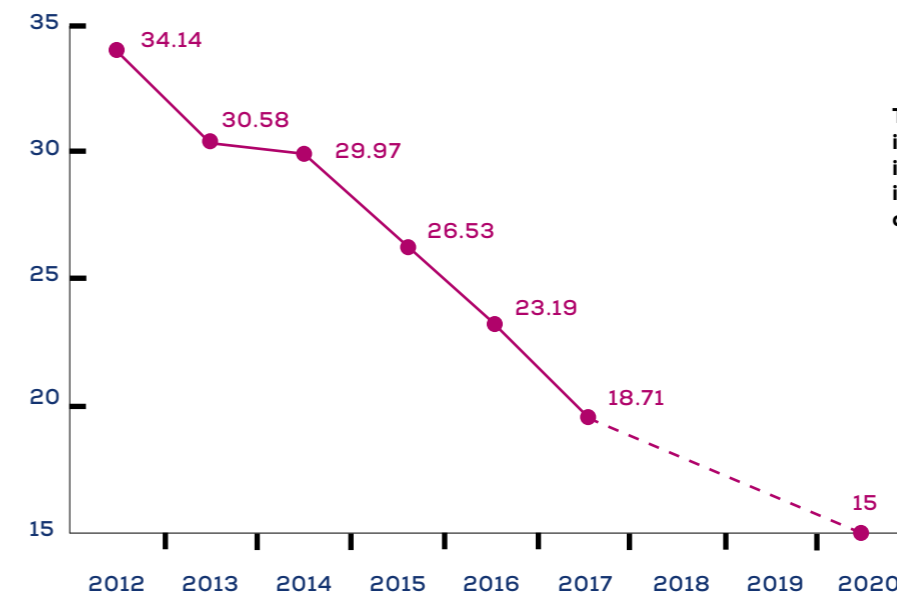
The Group has also used a range of communication channels to remind its employees about the availability of a unit dedicated to psychosocial risk prevention, and has prepared a training program for managers and accident prevention officers to help them identify this type of risk: this program will be compulsory from 2018 onwards.

*PPE: Personal Protection Equipment



FREQUENCY RATE

$$= \frac{\text{Lost-time accidents} \times 1,000,000}{\text{Hours worked}}$$



There is a clear and consistent improvement in the key indicators, and especially in the occupational accident frequency rate.

Increased momentum for CSR

In terms of its corporate social responsibility, NGE engaged with multiple initiatives during 2017. Some were part of ongoing initiatives that the Group introduced several years ago, while others, like those concerned with gender diversity and the role of women in the Group, are completely new.



For the third consecutive year, NGE repeated the employee shareholding campaign in 2017 to attract even more employees in shaping the future of the Group. As a result, 1,189 new employee shareholders joined their colleagues during the year. As part of reducing its environmental footprint and relieving our site teams of time-consuming tasks, NGE has provided team leaders and site supervisors with personal notebook computers for direct entry of site activity reports. The result is less paper used, fewer errors made and a positive contribution to the environment. With the same aims in mind, the Plate Forme Rail in-house training center for rail industry careers has developed a series of e-learning modules. Another excellent example of the Group's recognition of its social responsibility is the range of initiatives it has implemented to bring unemployed people into work. In 2017, NGE inducted and trained more than a hundred previously unemployed people as part of these programs. The Group has also recruited refugees to work on the Grand Paris infrastructure project worksites. In April and October 2017, NGE sponsored an initiative led by the Fondation Agir Contre l'Exclusion (FACE) youth employment foundation, and welcomed thirty of its jobseekers for two weeks of familiarization.

Lastly, NGE is working with the MUCEM (Museum of European and Mediterranean Civilizations in Marseille) under the terms of a three-year sponsorship agreement for the new exhibition dedicated to Mediterranean cities and their connectivity, which opened in November 2017. The theme of the exhibition resonates with the activities of the Group in many different ways. As a construction company, NGE contributes to regional development and to the process of connecting living environments to each other; the Group also underlines its commitment to its roots by maintaining its head office in Provence.

A KINDERGARTEN CLOSE TO HEAD OFFICE

Under the terms of a public-private partnership with the regional arm of the ADMR association that facilitates domestic help in rural areas and the town council of Saint-Etienne-du-Grès, where the Group head office is located, NGE has set up a kindergarten which has been providing care for children of Group employees and other local children since 2017. This initiative reflects the Group's commitment to maintaining a healthy work/life balance.

**PROFILE OF
SUBSCRIBERS
FOLLOWING
THE 3RD EMPLOYEE
SHAREHOLDING
CAMPAIGN**

48%
LABORERS

89%
MANAGERS

72%
STAFF
TECHNICIANS
AND
SUPERVISORS

RECOGNIZING THE VALUABLE ROLE OF WOMEN

At the initiative of the Innovation Department, a focus group of men and women was formed in summer 2017 under the leadership of NGE Contracting Director Helena Bianchi to develop ethical, realistic and affordable recommendations for bringing more women into the Group and facilitating their career development. A number of ways forward are now being considered, including working arrangements and working conditions to reflect personal needs, and management training opportunities designed specifically for women whose jobs involve providing leadership for predominantly male teams.





/ 1 /



/ 2 /

- / 1 / Renovation/Construction for the BAO hybrid real estate complex in Marseille
- / 2 / The Vaglio Quarry at Jaumont



/1/



/4/



/5/



/2/



/3/



/6/



/7/

- /1/ Doubling of the A9 near Montpellier
- /2/ The Saint-Flour bypass
- /3/ Chambéry station demolition
- /4/ Widening of the A63 at Saint-Geours-de-Maremne
- /5/ Sheet piling on La Digue des Alliés in Dunkerque
- /6/ RN116 rerouting at Joncet
- /7/ RN10 construction between Reignac and Chevancaux



/ 1 /



/ 2 /



/ 3 /



/ 4 /



/ 5 /



/ 6 /

- / 1 / Construction of the new exhibition center in Toulouse
- / 2 / Laying optical fiber cables in Alsace
- / 3 / Tancarville Bridge approach road upgrading
- / 4 / Work on the A9/A61 split at Narbonne
- / 5 / The Cuenca tramway in Ecuador
- / 6 / Positioning the N'Zi River bridge in Côte d'Ivoire



/ 1 /



/ 3 /



/ 2 /



/ 4 /



/ 5 /

- / 1 / Strengthening of river flood defenses at Beaucaire
- / 2 / Construction of the Ecole Nationale Supérieure de la Photographie in Arles
- / 3 / Upgrading of the Achères wastewater treatment plant
- / 4 / Deep foundation works for the new technical center at the Grenoble teaching hospital
- / 5 / Extension of the Carré Sénart shopping center in Lieusaint



/ 1 /



/ 4 /



/ 2 /



/ 3 /



/ 5 /



/ 6 /

- / 1 / Construction of the Institut Mines Telecom – Paris-Saclay
- / 2 / Work on the Flamanville nuclear power plant
- / 3 / Pipeline replacement in Nancy
- / 4 / Replacement of switches and crosses at Dourdan
- / 5 / New sports surface for the faculty of medicine in Montpellier
- / 6 / Regeneration of top dressing on the A20 near Limoges

FINANCE



2017 generated year-on-year revenue growth of 17% to deliver an exceptional level of performance.

Every part of the business delivered good progress driven by major projects and local operations. Attaining this level of performance has required the Group to invest in R&D, recruitment, plant and machinery and many other areas of the business. New financial resources have also been introduced in order to make that investment and achieve its ambitions.

JEAN-SÉBASTIEN LEONI DEPUTY CEO

HOW WOULD YOU SUM UP 2017?

2017 was a spectacular year in terms of revenue growth, because we are able to report a 17% year-on-year increase, within which 13% is the direct result of organic growth.

COULD YOU CLARIFY HOW THIS GROWTH IS DISTRIBUTED ACROSS THE BUSINESS?

Every area of our business has delivered growth. The multi-expertise regions achieved a very significant 8% revenue increase, which returns them to their pre-2012 recession level. Major projects have reaped the full benefit of an excellent order backlog. The superfast broadband rollout projects, the A9 and A63 widening projects and the Grand Paris infrastructure project were particularly strong contributors to business growth at 68%. Our international businesses also grew strongly at 19%, the majority of which was contributed by the Crossrail and Cuenca Tramway projects, supported by strong growth from our Moroccan subsidiary. Lastly, our specialist national subsidiaries delivered 18% growth, within which 10% resulted from the integration of Dacquin as part of NGE Fondations and the acquisition of Vaglio. The rail upgrading projects and the Tramway projects in Luxembourg, Avignon and Caen continue to make a strong contribution to TSO and its subsidiaries. Our road equipment specialist subsidiary Agilis is also enjoying strong growth, largely as a result of the major road widening projects. But clearly, to achieve such a level of performance requires significant investment.

SO WHAT WERE THOSE INVESTMENTS?

A high level of recruitment, the significant commitment to research and development and massive investment in our production plant and machinery have all fed through into the 2017 financial statements. As a result, Group profitability for 2017 has been slightly eroded. It's also noticeable that the cost of bidding for contracts has risen significantly. But our decisions were appropriate, since the revenue gained has increased our order backlog to €3.1 billion, which represents an increase of 48% in just one year. All these investments allow us to look forward confidently to 2018 and 2019.



READ THE
CONSOLIDATED
FINANCIAL
STATEMENTS



Financing this growth and these major investments in plant and machinery, R&D and the integration of new subsidiaries has been central to our concerns. **As a result, we now have the resources we need to achieve our ambitions,** thanks to the injection of new financial resources made possible by the significant and constant support of our financial partners."

Consolidated income statement

IN THOUSANDS OF EUROS	31/12/2017	31/12/2016
Income from operating activities	1,868,588	1,502,999
Other Income from Activities	40,168	47,243
Purchases consumed	(325,734)	(251,571)
Personnel expenses	(494,863)	(424,496)
External expenses	(957,420)	(755,884)
Taxes and Duties	(21,947)	(18,735)
Amortization expense	(75,501)	(67,814)
Provisions	6,874	2,245
Change in work-in-progress and finished product inventories	719	713
Other Operating Revenue and Expenses	3,581	8,197
OPERATING INCOME FROM ORDINARY ACTIVITIES	44,465	42,897
AS A PERCENTAGE OF REVENUE	2.4%	2.9%
Other Operating Revenue and Expenses	(6,557)	(6,231)
OPERATING INCOME	37,908	36,666
Income from Cash and Cash Equivalents	63	161
Cost of Financial Debt – Gross	(10,148)	(9,355)
Cost of Financial Debt – Net	(10,085)	(9,194)
Other Financial Income and Expenses	(8,281)	(1,917)
Share of Net Income from Associates	(185)	(229)
Tax expense	4,619	(5,095)
NET INCOME	23,976	20,231
– Group share	24,352	20,074
– Non-controlling interests	(376)	155
EARNINGS PER SHARE ATTRIBUTABLE TO COMPANY SHAREHOLDERS		
Earnings per share – basic	3.71	3.19
Earnings per share – diluted	3.71	3.06

IN THOUSANDS OF EUROS	31/12/2017	31/12/2016
CONSOLIDATED NET INCOME	23,976	20,231
Other comprehensive income that may not be recycled subsequently to net income		
Actuarial adjustments	112	998
Deferred tax on actuarial adjustments	(39)	(344)
Convertible bond coupons net of tax		(676)
Other comprehensive income that may be recycled subsequently to net income		
Fair value change on Hedging Instruments	1,140	1,050
Translation adjustment	(494)	(1,294)
Income tax on comprehensive income	(393)	(105)
NET INCOME AND GAINS AND LOSSES RECOGNIZED DIRECTLY IN EQUITY	24,302	19,860
Comprehensive income attributable to owners of the parent	24,712	20,350
Comprehensive income attributable to non-controlling interests	(410)	(492)



Consolidated statement of financial position

ASSETS

IN THOUSANDS OF EUROS	31/12/2017	31/12/2016
Goodwill	293,442	257,025
Other Intangible Assets	2,809	3,298
Property, plant and equipment	417,170	348,927
Investments in associates	8,376	6,993
Available-for-sale financial assets	19,023	17,323
Other financial assets	37,374	39,047
Other non-current assets	8,777	8,607
Deferred tax assets	7,748	2,194
NON-CURRENT ASSETS	794,719	683,414
Inventories	27,847	20,887
Customer receivables	675,648	567,425
Advance payments	7,499	6,662
Other current assets	147,526	111,302
Current tax assets	4,880	55
Cash and cash equivalents	193,290	210,785
CURRENT ASSETS	1,056,690	917,116
TOTAL ASSETS	1,851,409	1,600,530

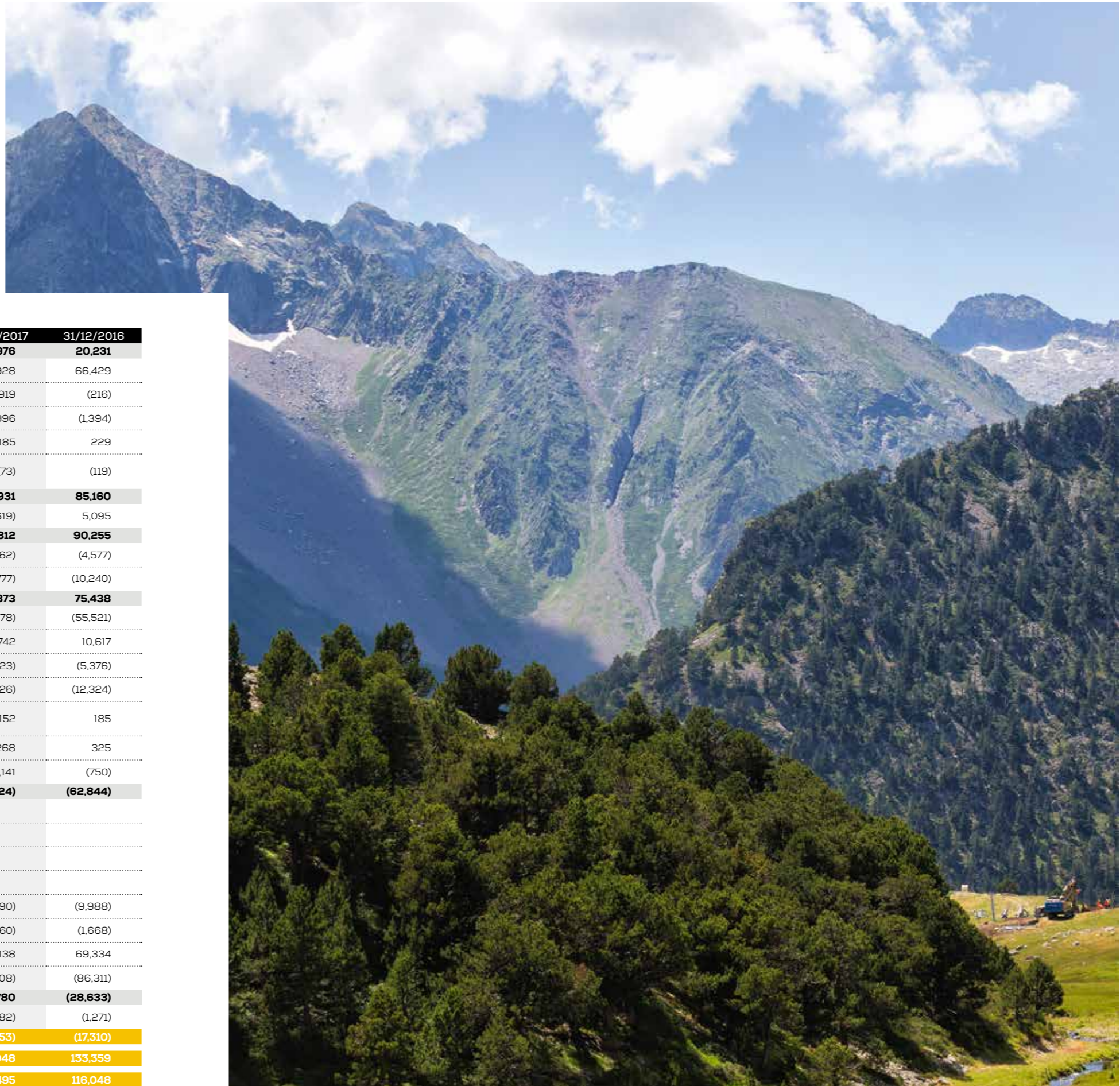
LIABILITIES

IN THOUSANDS OF EUROS	31/12/2017	31/12/2016
Issued share capital	52,580	51,683
Bonuses	22,648	14,487
Reserves	170,375	160,455
Net income for the period	24,352	20,074
SHAREHOLDER EQUITY - GROUP SHARE	269,955	246,699
Non-controlling interests	12,022	4,850
TOTAL EQUITY	281,977	251,549
Long-term loans and other borrowings	305,254	257,330
Long-term provisions	93,123	73,916
Deferred tax liabilities	5,311	9,075
NON-CURRENT LIABILITIES	403,688	340,321
Current loans and borrowings	65,280	63,859
Bank overdrafts	125,795	94,736
Short-term provisions	-	-
Advances and payments on account received	48,371	35,932
Trade payables	548,844	455,828
Other current liabilities	371,825	353,606
Current tax liabilities	5,629	4,699
CURRENT LIABILITIES	1,165,744	1,008,660
TOTAL LIABILITIES	1,851,409	1,600,530

Consolidated cash flow statement

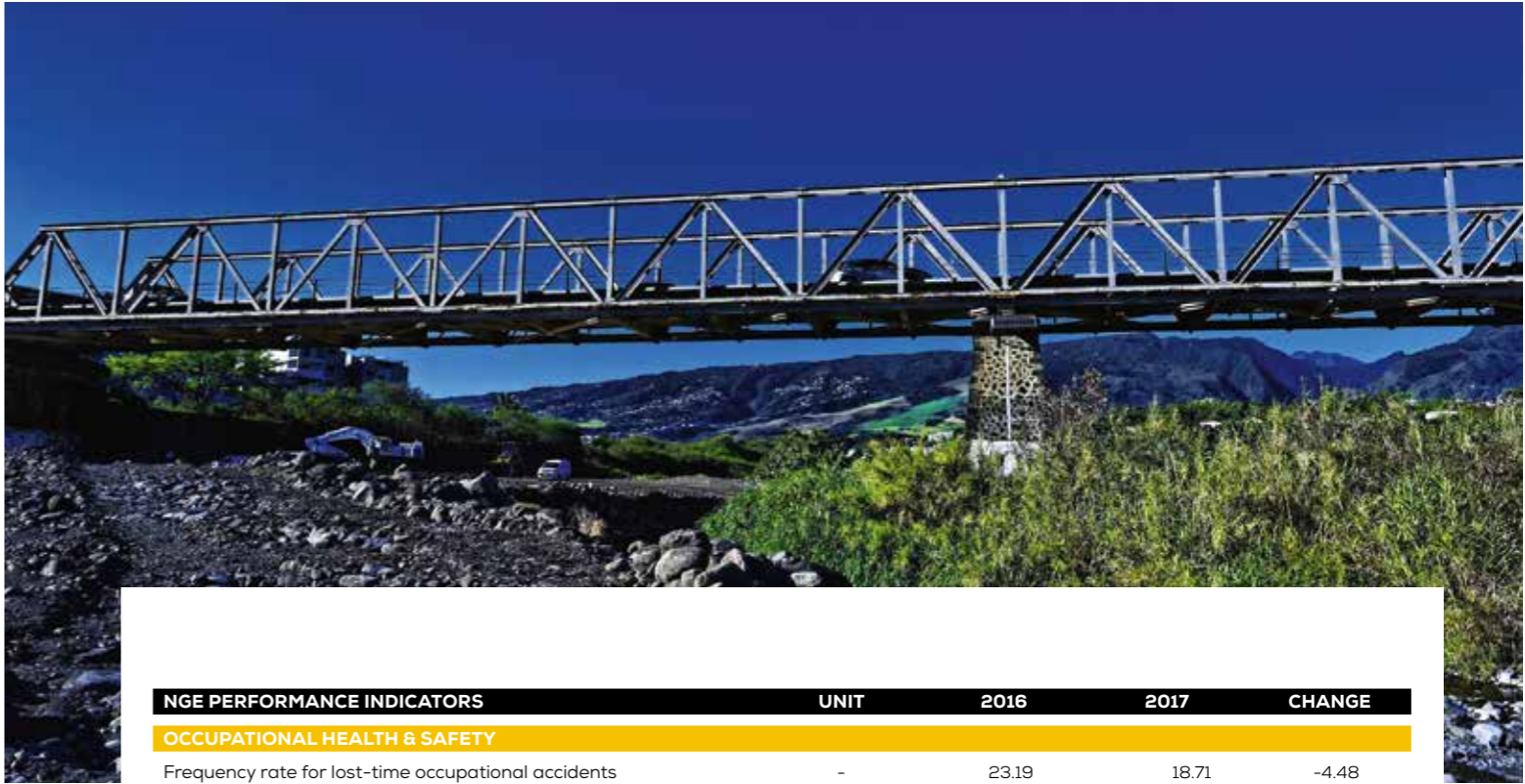
The consolidated cash flow statement is presented using the indirect method in accordance with IAS 7 amended and ANC recommendation 2013-03 of November 7, 2013. Using this method, the net income of consolidated companies is adjusted for the effects of non-cash transactions and items of income or expense associated with investment or financing cash flows. The interest and dividends paid by non-consolidated companies are shown in the financial and investment cash flows respectively. There was no non-available cash at December 31, 2017.

IN THOUSANDS OF EUROS	31/12/2017	31/12/2016
CONSOLIDATED NET INCOME	23,976	20,231
Net amortization, depreciation and provisions	76,928	66,429
Other operating income and expenses	919	(216)
Gains and losses on disposals	1,996	(1,394)
Share in net income of companies accounted for using the equity method	185	229
Dividends received (from shares in non-consolidated companies and companies accounted for using the equity method)	(73)	(119)
NET CASH FROM OPERATING ACTIVITIES AFTER TAX	103,931	85,160
Tax expense (including deferred taxes)	(4,619)	5,095
NET CASH FROM OPERATING ACTIVITIES BEFORE TAX	99,312	90,255
Change in tax payable	(2,662)	(4,577)
Change in WCR for operations	(43,777)	(10,240)
NET CASH FLOW FROM OPERATING ACTIVITIES	52,873	75,438
Disbursements related to acquisitions of property, plant and equipment and intangible assets	(99,478)	(55,521)
Receipts related to disposals of property, plant and equipment and intangible assets	6,742	10,617
Change in financial assets	(4,723)	(5,376)
Impact of changes in Group structure	(14,026)	(12,324)
Dividends received (from shares in non-consolidated companies and companies accounted for using the equity method)	152	185
Change in loans and advances granted	5,268	325
Change in amounts due to non-current asset suppliers	5,141	(750)
NET CASH FLOW FROM INVESTMENT TRANSACTIONS	(100,924)	(62,844)
Amounts received from shareholders for capital increases:		
Paid by the shareholders of the parent		
Paid by non-controlling interests in consolidated companies		
Dividends paid during the period:		
Dividends paid to the shareholders of the parent	(9,990)	(9,988)
Dividends paid to non-controlling interests in consolidated companies	(1,260)	(1,668)
Receipts from new borrowings	194,138	69,334
Repayment of borrowings	(182,108)	(86,311)
NET CASH FLOW FROM FUNDING TRANSACTIONS	780	(28,633)
Impact of exchange rate fluctuations	(1,282)	(1,271)
CHANGES IN NET CASH	(48,553)	(17,310)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	116,048	133,359
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	67,495	116,048



Non-financial reporting:
key performance indicators

NGE PERFORMANCE INDICATORS	UNITÉ	2016	2017	CHANGE
ECONOMY & GOVERNANCE: KEY FIGURES				
Total revenue	€K	1,592	1,869	+17.4%
Share of total revenue covered by QSE certification	%	65%	59%	-6%
Investment in equipment (P&E and Trucks - exc. IT and buildings)	€m	73	98	+34.25%
Innovations under development	No.	56	62	+6
HUMAN RESOURCES				
Total headcount	No.	9,183	10,703	+16.55%
of which women	%	8%	8%	-
% permanent	%	92%	96%	+4%
of which fixed-term contracts for the period of the project	%	4%	3%	-1%
Work/study contracts (apprenticeship contracts + work experience training contracts)	No.	233	352	+51.07%
No. of employees joining the Group (hires)	No.	2,882	3,523	+22.24%
No. of employees leaving the Group	No.	1,603	2,003	+24.95%
No. of tutors	No.	257	277	+7.78%
Total training hours (inc. work/study)	No.	236,768	254,363	+7.43%
Percentage of apprenticeships	%	47%	52%	+5%
Number of trainees trained	No.	7,280	8,145	+11.88%



NGE PERFORMANCE INDICATORS	UNIT	2016	2017	CHANGE
OCCUPATIONAL HEALTH & SAFETY				
Frequency rate for lost-time occupational accidents	-	23.19	18.71	-4.48
Severity rate for occupational accidents	-	1.21	0.90	-0.31
Number of lost-time occupational accidents	No.	268	323	+20.52%
Number of non-lost-time occupational accidents	No.	187	199	+6.42%
Number of days lost	No.	14,449	15,599	+7.96%
Number of commuting accidents	No.	54	46	-14.81%
Number of near misses and incidents reported	No.	949	978	-
Number of occupational illnesses	No.	40	46	+15.00%
Number of site safety inspections made by managers (RM and above)	No.	1,049	1 461	+39.28%
ENVIRONMENT				
Direct GHG emissions from machinery (machinery + trucks)	TeCO ₂	90,973	73,855	-18.82%
Average CO ₂ emissions from the Segauto fleet	g/km	119	120	+0.84%
No. of environmental accidents (pollution, pipeline leaks, etc.)	No.	170	239	-
Number of emergency exercises carried out	No.	72	72	-
Number of environmental regulation infringements	No.	23	62	-
Number of environmental complaints	No.	12	7	-41.67%
Number of environmental site inspections made by managers (RM and above)	No.	0	302	-
GHG emissions reductions as a result of using rail transportation	TeCO ₂	522	854	+63.60%
QSE				
Number of site QSE inspections	No.	3,075	3,090	+0.49%
Number of 15-minute QSE briefings led by TLs & SMs	No.	7,095	8,069	+13.73%

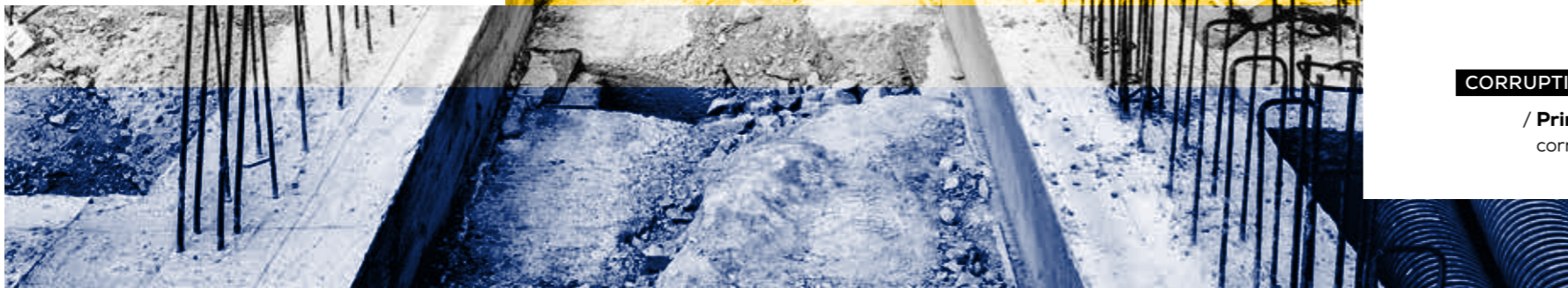
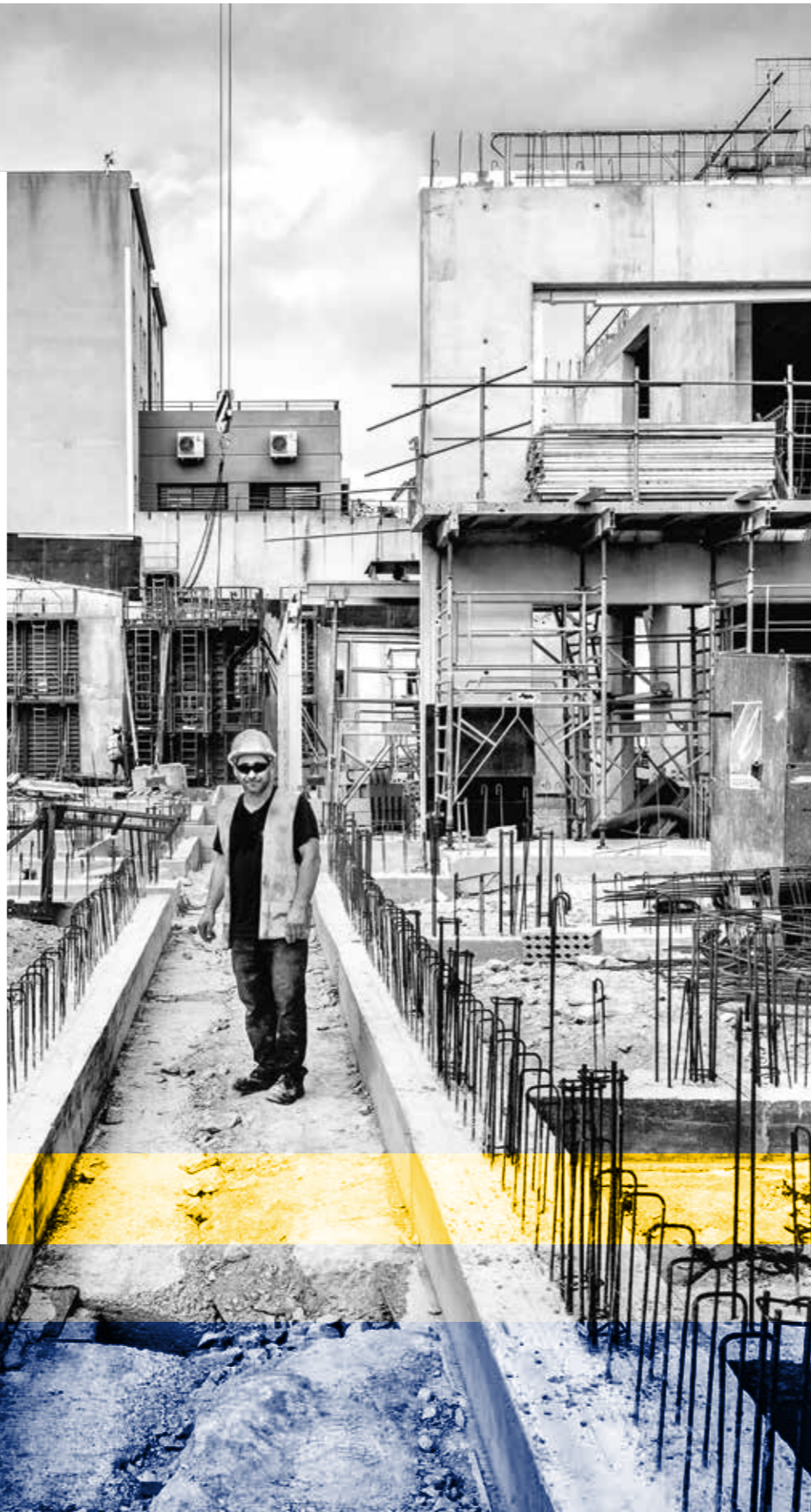
Progress update on the Global Compact 2017

NGE conducts business on the basis of respecting the environment and all its stakeholders (employees, partners and customers) for the benefit of current and future generations.

Shrinking and controlling its environmental footprint, promoting occupational safety, social cohesion and employee personal and professional fulfillment, working to support regional development, and full compliance with business ethics are all integral to NGE strategy.

NGE has been a signatory to the United Nations Global Compact since February 2016. The Group supports and applies the 10 principles of the Global Compact grouped together into 4 fundamental themes: human rights, working conditions, environmental protection and anti-corruption. We are renewing our commitment to the Global Compact and expressing our commitment to progress its principles through our strategy and corporate culture.

Antoine Metzger,
Chairman of NGE



Correspondence table

WORKING CONDITIONS		
/ Principle 3: upholding freedom of association and the effective recognition of the right to collective bargaining	Accident prevention	page 48
	Training program in psychosocial risk prevention	page 48
/ Principle 6: contributing to the elimination of all discrimination in respect of employment and occupation	Recruitment of refugees for Grand Paris infrastructure project worksites / Sponsorship of a campaign run by the Fondation Agir Contre l'Exclusion (FACE)	page 50
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ENVIRONMENTAL PROTECTION		
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/ Principle 8: undertaking initiatives to promote greater environmental responsibility	Environment plan	page 46
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/ Principle 9: Encouraging the development and diffusion of environmentally friendly technologies	Innovation et Diagnosol Express®	page 46
	Creation of the Angel fund to support startups	page 47
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CORRUPTION PREVENTION		
/ Principle 10: working against corruption in all its forms	Publication of the Code of Ethics	page 47



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IN FRANCE AND AROUND THE WORLD, OUR TEAMS SERVE COMMUNITIES, REGIONS AND COUNTRIES BY DESIGNING, CONSTRUCTING AND REFURBISHING INFRASTRUCTURES AND BUILDINGS.

The expertise and team working skills of the 11,000 men and women of NGE give them the confidence to embrace and anticipate the changing nature of the jobs they do and work closely with their customers.

Reporting annual revenue of €1.8 billion, NGE is an independent French civil engineering company involved in the construction of major infrastructure projects, urban development programs and local development schemes.



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